



Family
Connections
Centers

Strategic Plan FY2024-2027

connected families, thriving communities



Executive Summary



Family Connections Centers is proud to celebrate our 30th year of service, and today we are stronger than ever!

As we continue to provide positive options and brighter futures for the children, families, and communities we serve, we also know there is still a lot of work to do internally as an agency and externally with our partners and participants.

For the largely low-income immigrant populations we serve, Family Connections Centers is both a bridge and access point to quality early childhood education, family support, health education, peer and community connections, and a lot of laughs. This foundation guides the values and vision for our new Strategic Plan.

We will deepen our efforts throughout the Portola and Excelsior neighborhoods we currently work in, expand into the Visitacion Valley district, and continue to be actively engaged in city-wide initiatives that foster equity and resources for children and families.

With this plan, we will work with passion, joy, and care to make our vision a reality now and into the future.

Thank you to our amazing staff, Board of Directors, private and public partners, and participants who contributed hundreds of hours of their time providing critical feedback to ensure Family Connections Centers continues to be responsive, evolving, and sustainable.

We are honored to be in community with you, and look forward to updating and engaging you on our progress.

With gratitude,

Yensing Sihapanya
Executive Director

Chris Bunting
Board Co-chair

Reanna Tong
Board Co-chair

Guiding Principles

Mission

We provide community-driven, multilingual education and support programs to ensure children and families can thrive.

Vision

We envision a connected, equitable community where every child and family can access the education and resources they need.

Values

adaptable

Our services are shaped by the feedback of those we serve. We offer programs that meet families' changing needs, and we invest in staff development and technology to thrive in dynamic circumstances.

collaborative

We cultivate partnerships with organizations, schools, and public departments to support a comprehensive network of resources, and promote mentorship and collective advocacy for a stronger city.

culturally humble

We offer translations, celebrate diverse holidays, and ensure inclusivity in our events and groups, reflecting our commitment to respecting and valuing cultural backgrounds.

joy

Humor and joy are essential and create a vibrant atmosphere that energizes our efforts and uplifts the families we serve, strengthening community bonds.

respectful

We ensure that voices are heard and individuals feel included, fostering a non-judgmental environment where staff, families, and partners are valued.

trusted

We offer swift, compassionate, and consistent support when families need it most, building deep relationships between our community and staff.



Land Acknowledgment

We acknowledge that our programs are carried out on the unceded ancestral homeland of the Ramaytush Ohlone, the original inhabitants and stewards of the San Francisco Peninsula. We recognize that every member of San Francisco continues to benefit from the use and occupation of this unceded and colonized land. The neighborhoods where we operate, known for their dynamic history and cultural richness, owe much to those who have contributed their labor, often in the face of systemic inequalities and injustices.

In our commitment to building a more equitable and inclusive future, we pledge to honor and celebrate this history and to foster an environment where all are respected and valued. Family Connections Centers contributes to and encourages others to support organizations working towards land reclamation and cultural revitalization, including Sogorea Te' Land Trust (sogoreate-landtrust.org), the Association of Ramaytush Ohlone (ramaytush.org), and other groups dedicated to this work.

Our Work

Family Connections Centers provides a continuum of care beginning at birth, supporting children and their families.

Our Education programs are led by credentialed, multilingual teachers in supportive learning environments that include facilitated child-caregiver playgroups, licensed Pre-K programs, and summer and afterschool programs for children in grades K-5.

Our Family Support programs empower parents/caregivers with education and resources to advocate for their needs and increase stability in their lives. These include case management, educational workshops on health and civil rights, support groups, prenatal classes, budgeting and financial wellness series, holiday and community celebrations, and parenting classes. All are free of charge.

We also provide basic needs assistance to alleviate stressors, distributing diapers, groceries, school supplies, holiday gifts, and more to members of our community.



Our History

2024

We are awarded a grant through the Department of Early Childhood to open a third family resource center in the Visitacion Valley neighborhood.

2019

5016 Mission St. opened its doors as our second permanent center, where we began offering a second Pre-K program and a full range of family support services for the Excelsior community.

2007

We became the official owners of our Portola Center, located at 2565 San Bruno Ave., making it a permanent home.

2003

Seeing a growing need in Excelsior, Family Connections worked with residents, partners, and local officials to expand services to the neighboring community.

1993

Family Connections Centers was formed after residents in the Portola neighborhood overwhelmingly expressed a need for family support services.

Strategic Priorities



Strategic Priority 1:

Strengthening Organizational Capacity

Developing our capacity to effectively and sustainably impact the lives of San Francisco children and families

Family Connections Centers is an efficient and collaborative organization that possesses the infrastructure required to execute work on time and on budget, to articulate and demonstrate its impact to the broader community, and to deliver a clear and accurate picture of the organization's growth-oriented performance.

1 Improve people-related structures and processes

- Advance processes that increase the effectiveness, positive impact, and agency-wide consistency of recruitment, onboarding, and evaluation

2 Enhance staff development and advancement structures

- Develop equitable staff development and advancement structures aligned with agency goals
- Foster advancement opportunities inclusive of agency needs and goals, and employee strengths and performance

3 Augment Board onboarding and development

- Develop clear and consistent structures for new Board member onboarding
- Develop clear and replicable Board member development plans



Strategic Priority 2:

Fostering Collaborative Partnerships

Creating and implementing our programs and resources with a wide range of partnerships

We collaborate with a unique network of private and public organizations, program participants, and volunteers to leverage resources, advocate, and strengthen our collective impact. We engage our partners as co-creators and co-implementers to ensure the diverse and evolving needs of our families are met.

1

Involve more staff in maintaining and deepening private/public partnerships

- Create structure for partnership management that engages more staff

2

Analyze, implement, and leverage partnerships to ensure families receive the resources they need

- Leverage and prioritize partnerships that fill gaps in direct services (e.g., free diapers, a mental health provider)



Strategic Priority 3:

Enhancing Innovation and Impact

Holding ourselves to the highest standards

With over three decades of expertise, we excel at executing programs and providing services and resources for families in San Francisco. We amplify our innovative spirit and drive our impact in all aspects of our work to ensure we continuously improve, modernize, and optimize our program effectiveness.

- 1 Improve and standardize cross-departmental processes, tools, and communications**
 - Develop a cross-departmental training program for improved collaboration and knowledge sharing
- 2 Cultivate a culture of continuous improvement and data-based, user-experience evaluation**
 - Train staff on process improvement tools and techniques including user experience feedback models
 - Evaluate programs formally on an annual basis to develop data-driven efficiencies
 - Formalize roles and practices for learning and incorporating field best practices (e.g., field conferences, peer agency observations)



Strategic Priority 4:

Improving Fiscal Resilience and Sustainability



Expanding opportunities, influence, and assets

Integrating public and private giving maintains consistent financial health while making us more flexible and resilient. It enables us to realize and sustain programming and initiatives to meet the evolving needs of our families and communities, free of restrictive conditions. We are strategic and play active roles in influencing trends and priorities with funders and partners.

1

Increase funding diversification

- Increase our portfolio of private donations from individuals, foundations, and corporate sponsors
- Advance advocacy strategies and influence funding priorities

2

Refine planning, strategies, and resourcing for facilities management

- Develop and implement a multi-year capital maintenance and improvement plan, in line with reserve study

3

Enhance fiscal strategic planning, processes, and resources

- Create a multi-year budget linked to strategic plan goals and objectives
- Grow capital and operational reserves, as well as emergency fund



**Family
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fccenters.org

Photos courtesy of Maria Boukhalil, Maria Durana, and Lisa Frare
Illustrations by Orlie Kapitulnik